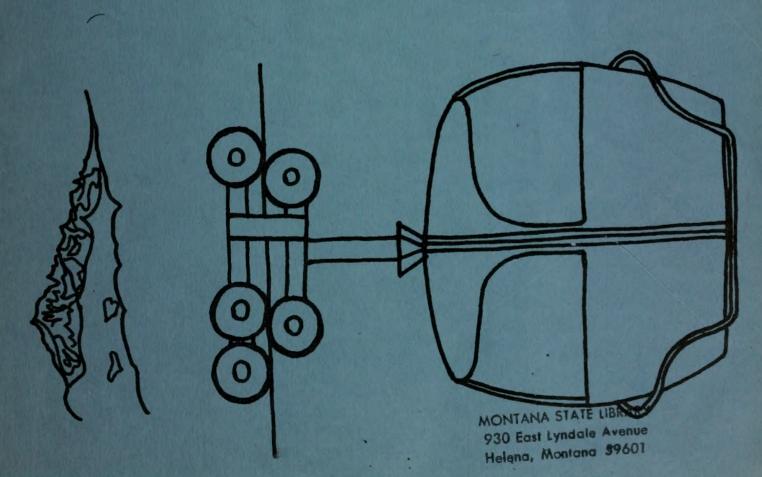
Department of Intergovernmental Relations

the growth and impact of the BIG SKY RESORT COMMUNITY



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MONTANA STATE LIBRARY 930 East Lyndale Avenue Helena, Montana 59601 THE GROWTH AND IMPACT OF THE

BIG SKY RESORT COMMUNITY

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BIG SKY, MONTANA

Prepared for Montana Department of Intergovernmental Relations Division of Economic Development & Analysis

by Center for Industrial Development Montana State University Bozeman, Montana

January 1974

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The purpose of this report is to present data which describe the present status and the projected growth and impact of the Big Sky Resort at Big Sky, Montana, with particular reference to an urgently increasing need for an access highway to the new community.

industry with great emphasis placed on the abundance competent observers, that high quality developments and amenities to attract and hold people for vacation, capitalize on Montana's unique outdoor assets. Big of wide open spaces, clean air, clear cold streams, of a terminal visit nature are necessary in order to private citizens and State officials as being a clean and desirable industry for Montana. Considerable living and working in a well-planned community, Sky of Montana, providing year-round facilities outdoor activities. It has long been felt, among atmosphere, hunting, fishing, skiing and other The recreation industry is viewed by many State funds are spent for the promotion of this high mountain lakes, scenic forests, western is such a project. Big Sky of Montana began building the resort community of Big Sky, Montana, in 1970. The general location is 40 miles south of the Bozeman area on U.S. 191. The overall concept is a Meadow Village 2 ½ miles west of U.S. 191 and a Mountain Village approximately 6 ½ miles west of the Meadow Village. As work progresses towards providing the lodging and business services for the growing community, it is also necessary to plan and provide for services and facilities which

are of a public nature, including: police and fire protection, water and sewer facilities, garbage collection, and the construction and maintenance of a safe and dependable transportation system.

Substantial progress has been made in the construction of lodging facilities, homes, recreation facilities and a variety of commercial activities. As shown on the following pages, the private sector has invested nearly \$50 million in Big Sky, Montana, since 1969. This investment has been made by some 600 property owners. It is projected that the investment by the private sector will increase to approximately \$170 million by 1980. Corresponding increases are noted in numbers of property owners, employees and tax revenues generated as a result of this resort community.

Because of the magnitude of these investments and their nature, the rapid rate at which they are occurring, and the high usage rate already achieved, it is highly important that efforts be made to accelerate the construction of an all-weather access highway from U.S. 191 to the Mountain Village at Lone Mountain. To accomplish this purpose, the proposed highway was designated as a primary highway and Big Sky as a growth center under the Federal Aid Highway Act of 1970 in November 1971. The facts presented in this report support a continuation of this designation and the construction program contemplated thereunder.

PROJECT LOCATION

The new Growth Center created by the Big Sky Recreation Develop-All of the Mountain Village and about 2 miles of the road are located ment is located just off U.S. 191, 40 miles south of Bozeman and 49 imately 7 miles of the main access road lie within Gallatin County. miles north of West Yellowstone. The Meadow Village and approxin Madison County.



Missoula.

SUMMARY OF STATUS AS OF DECEMBER 1973

Of the approximately 459 residents at Big Sky, Montana, the majority of these are construction and operating employees and their families. Most of the non-commercial property owners are people from all over the United structed first and this is reflected in the high percentage of property owners in States who have bought homesites or condominiums. Meadow Village was conthis village. As Mountain Village construction proceeds there will be a rapid increase in property owners in that location.

The capital investment in the commercial category includes the hostels, restaurants, convention centers, shops, camper parks, golf course, employee apartments, medical clinic, ski lifts and supporting facilities. Nearly \$4 million has been invested by Big Sky in roads, water systems, sewer and fire protection facilities. Almost 100 percent of the 638 employees are employed as a direct result of the Big Sky project.

ments existing as of December 1973 represent an annual property tax collection 30 to 40 percent per year. The property taxes to be levied against the invest-The construction work force will remain somewhat constant for the next 5 years but the number of business employees will increase at an estimated

SUMMARY OF STATUS AS OF DECEMBER 1973

The following Table gives a breakdown of the December 1973 status of the Big Sky Development area.

Total 459 618(1) \$31,351,000 23(1) \$18,066,000 \$ 3,948,000 \$ 5,948,000
638 \$ 1,239,000
##
\$ 0
\$31
Total

Big Sky, Inc. was included in breakdown as 1 non-commercial and 1 commercial owner in each location (Meadow and Mountain); the number of commercial owners includes the 3 other enterprises serving both locations. 3

NON-COMMERCIAL PROPERTY OWNERS

MEADOW VILLAGE

and seven homes are under construction. A sharp increase in home building purchased homesites. Many of these owners will be constructing homes on Almost half of the property owners in Meadow Village are people who have this property in the next few years. Nineteen homes have been completed is expected to occur in the spring. This directly require the school services, which normally absorb about 70 percent indicates a high investment which is taxed at full rate, yet the owners do not Over 95 percent of the condominium owners are not residents of Big Sky. of the local property tax dollar.

Sky or the two other mobile homes parks which are located along the road leading Nearly all the mobile home owners lease or rent parking spaces from either Big to Lone Mountain.

Dec. 1973	Capital Investment Completed Under Const.	\$2,000,000	315,000	0	0	1			NA	NA	
О	Completed	\$4,600,000	855,000	4,304,000	550,000	ı	1		270,000	282,000	
	Number of Units		2	0	0	1	ı		NA	NA	
	Number	112	19	316	55	15	1		NA	NA	
	Current	10	41	0	133	\$	4		9	46	
Number	Owners		22	248	55	(1)	ı		23	47	
	MEADOW VILLAGE	Condominiums	Homes (conventional)	Homesites	Mobile Homes (leased pads)	Apartments (leased)	Other	Outside Big Sky Development Area, But Using Road	Homes	Mobile Homes	

(1) The apartments are owned by Big Sky and are not claimed here because Big Sky ownership is shown elsewhere.

\$10,861,000 \$2,315,000

55

517

368

526

Totals

NON-COMMERCIAL PROPERTY OWNERS

Mountain Village

Of the 186 condominiums under construction, 60 units are scheduled for completion in January of 1974. The balance are closed in so construction will continue through the winter months. Water and sewer is scheduled to be installed to many of the homesites during the summer of 1974 and this will stimulate homesite sales.

The apartments at the Mountain Village are owned by Big Sky and an ownership is not claimed here since Big Sky is considered as being one owner and is shown elsewhere. Nevertheless, this is private capital. The "other" population of 5 consists of people living in temporary accommodations placed on site.

NON-COMMERCIAL PROPERTY OWNERS

Dec. 1973	Completed Under Const.	000,000,000	0	\$ 9,075,000	1	1	\$ 9,075,000 \$ 9,100,000
	Number of Units Completed Under Const.	186	0	0	ı	1	186
	Number	0	0	363	37	1	400
	Current Population	0	0	0	986	2	91
Number	Owners	78	0	14	1	ı	92
	MOUNTAIN VILLAGE	Condominiums	Homes (conventional)	Homesites	Apartments (leased)	Other	Totals

Meadow Village

Meadow Village is a thriving community complete with lodging, food service, convention facilities and a general store which has gift items, clothing and a complete line of groceries.

being completed and additional homes are being constructed to satisfy the demand of more visitors All of the accommodations and services listed on the opposite page have been completed and are in full operation. The number of employees is steadily increasing as more condominiums are and new residents.

Meadow Village

Dec. 1973

Accommodations and Services

Economic Impact

Hostel (42 units with 168 beds)

Guest Ranch (16 cabins with 50

Apartments (15 units)

Mobile Home Park (40 pads)

Estimated Capital Investment: \$4,116,000

 ∞

Number of Business Owners:

\$830,000

Estimated Yearly Payroll:

Number of Employees: (avg. yr-around)

Camper Village (172 pads)

Restaurant & Lounge (for 100)

Convention Center (for 200)

Country Store

Conoco Service Station

Property Management Service

Real Estate Sales Office

Golf Course, Club House, Pro Shop (18 hole)

Outside Big Sky Development area, but using road:

Rehm's Trailer Court (approx. 24 mobile homes)

McBride's Trailer Court (approx. 23 mobile homes)

Mountain Village

The accommodations and servicies shown on the opposite page were completed so it was possimiddle of December 1973. Big Sky of Montana provided their own resources to insure that the road to the ski area was in a condition safe for the visiting public and the private commercial ble to start operating the four ski-lifts (1 gondola, 2 double chairs and 1 triple chair) by the operators who have businesses at Mountain Village. In addition to gasoline tax, income tax and inventory tax the capital investment in Mountain Village commercial facilities as of December 1973 will result in annual property taxes of approxim-

The convention center is very important in that this facility will provide a gathering place for social functions, as well as for business seminars and conferences.

Mountain Village

Dec. 1973

Accommodations and Services Completed or

Economic Impact

Almost Completed:

Convention Center (500 seat Capacity)

Hostel (88 units with 352 beds)

Employee Housing (37 units)

Cafeteria

Restaurant

Estimated Capital Investment: \$8,950,000 (to date)

9

Number of Business Owners:

\$ 560,000

Estimated Yearly Payroll

109

Number of Employees: (avg. yr-around)

Delicatessen

2 Lounges

Drug Store

2 Gift Shops

Sporting Goods Store

Day Care Center

Ski Patrol & First Aid Center

Ski Lifts & Trails

Parking Lots (1000 car)

Under Construction:

Hotel (204 rooms)
Offices
Storage Bunker & Warehouse
Power Supply

Serving both Meadow & Mountain Villages

Approximately \$5,000,000 has been invested by the private sector to provide electricity, telephone service, medical facilities and administration for the visitors, residents, non-commercial absenards which protect the environment, the public and the people who are buying properties at Big due mainly to the desire and dedication of building this community to self-imposed high standtee property owners and the businesses of this resort community. Costs have been very high

This is expected to continue at this level through 1978 at which time it will start to diminish significantly. The slowdown in construction employment will be more than taken up by operating The number of construction employees ranges anywhere from 200 to 400 for an average of nearly employees.

Serving both Meadow Village & Mountain Village

Dec. 1973

Services Medical Center	
Montana Power Company	
Telephone Company	
Big Sky Administration & Misc.	

Estimated Investment to Date \$5,000,000

Economic Impact

Number of Employees (Avg.)

Estimated Yearly Payroll:

\$1,000,000

Mountain Village	225	\$ 2,250,000
Meadow Village	50	\$ 500,000
	Employees	Annual Payroll (est.)
Construction Companies		

PUBLIC SERVICES AND FACILITIES AVAILABLE

the growth of the community. Until January 1974, Big Sky of Montana has borne the full cost of providing internal road construction and maintenance, fire protection and security patrol, and it has financed about also being financed by the private sector. They are being provided on an advance and timely basis with As shown on the opposite page, a major part of the investment and operating costs for public facilities is 95 percent of the water and sewer system operating costs.

of security patrol, fire protection, water and sewer maintenance, and maintenance of the internal road system. derived from taxes generated by the project may soon be made available for such purposes as the community Beginning in 1974, the property owners other than Big Sky will contribute \$100 each to help cover the costs Big Sky, itself, will provide over 80 percent of these operating costs with expectations that public funds

mile upper part of the main road between the Meadow and Mountain village. The only expenditures by the from State funds. The Montana Department of Highways assumed maintenance on this section in November main access road from U.S. 191 to the Meadow and Mountain villages. On the three mile section of road to lower Meadow Village, \$575,435 has been spent for planning and engineering, right-of-way, construction in addition to the above, Big Sky has participated in the yet limited construction and improvements of the Department of Highways applicable to this upper section are preliminary planning and engineering costs and construction engineering. Of this amount, Big Sky furnished \$288,000 with the balance of \$287,435 maintenance (including construction improvements, grading and snow removal) for the approximate 63 of 1972 and is continuing to do so. Big Sky on the other hand has provided for all improvements and and expenses associated with preparation and review of the environmental impact statement.

from property, inventory, income and gasoline taxes have increased dramatically as the plans for the Big During this time, the community has been open and used by the public except for areas closed because of construction or road conditions. During this same period, as set forth in this report, public revenues Sky community have become tangible reality.

made by the private sector. The legal and financial matters associated with construction of the highway as The provision of this main access road, the only major financial involvement and assistance expected from the governmental sector in the developmental stage, continues to lag and may soon impede progress being an essential public facility to the "growth center," as designated in 1971 under the Federal Highway Act of 1970, should therefore be resolved and followed by a construction program matched to the pace of the construction has already been accomplished. As a result, on the order of \$3 million, depending on community's activity and growth. As indicated above, engineering, right-of-way work and some specific location and standards, is estimated to be required to complete the road project.

PUBLIC SERVICES & FACILITIES AVAILABLE

Dec. 1973

Description of Services

Meadow Village	Financed By
Post Office	P.O. (leased
9	Va
Water & Sewer	=
જ	=======================================
rash Pick Up	=
and	11

Mountain Village

405)		Servic
Section	=	÷.	rest
ate			Fore
Priva	1	=	U.S.
	nance		Trails
Sewer	inte	dge	Service
0	अ	M	15
Water	oad	Dam &	40

9

Both

껖			ပိ
Water & Sewer	oads (Security Patrol (7)	Deputy Sheriff (1)

Private Sector
" " "
County Taxes

Economic Impact

Estimated Annual Oper. Cost: \$120,000
Estimated Investment to Date: \$1,453,000
Number of Employees: 7 + 24 volunteers
(avg.)

Estimated Yearly Payroll: \$72,000

Estimated Annual Oper. Cost: \$100,000
Estimated Investment to Date: \$1,051,000
Number of Employees (avg): 6
Estimated Yearly Payroll: \$60,000

Estimated Annual Oper. Cost: \$160,000
Estimated Investment to Date: \$1,444,000
Number of Employees (avg.): 8
Estimated Yearly Payroll: \$117,000

ESTIMATED TAXES

investment being made as of December 1973 in the Big Sky Resort community. The demand on the local school system. Schools are cited because about 70 percent of majority of this is being paid by property owners who place little or no additional Property taxes of approximately \$654,000 a year will be collected from the capital the property taxes go for the school systems.

of the fuel tax paid by contractors, businesses and commercial passenger carriers increase to approximately 5 fold by 1980. Of additional significance is the amount vehicles used by visitors, residents and employees for personnel transportation. Another item of specific concern is the motor fuel taxes as they relate directly to highway construction and maintenance. It is calculated that approximately \$65,000 of gasoline tax money is collected just from passenger cars and other This is the annual collection at the present level of activity and activity will in the operation of their trucks and other vehicles.

ESTIMATED TAXES (1)

(Based on property currently in existence or under construction and current annual payrolls)

	MEADOW VILLAGE	ILLAGE	MOUNTAIN VILLAGE	VILLAGE
PROPERTY	Value	Tax	Value	Tax
Non-Commercial	\$13,176,000	\$172,000	\$18,175,000	\$242,000
Commercial	4,116,000	55,000	8,950,000	119,000
Other (2)	2,500,000	33,000	2,500,000	33,000
Total	\$19,792,000	\$260,000	\$29,625,000	\$394,000
INCOME (personal)				
Commercial	\$ 830,000	**	\$ 560,000	*
Construction	500,000		2,250,000	
Public Service	131,000		118,000	
Other (3)	500,000		500,000	
Total: State (5%) Federal (18%)	\$ 1,961,000	\$ 98,000	\$ 3,428,000	\$171,000 \$617,000
FUELS (estimated)				
Gas Tax:				
Visitors		\$ 22,000		\$ 14,850
Residents & Employees		11,900		15,870
Total		\$ 33,900		\$ 30,720
(1) Payable as properties are s	are assessed and pl	and placed on tax rolls	olls	
Val. x .30 = Tax Val.; Mill Rate = .185.	ed Val.; Apprai Rate = .185.	sed Val. x .4(.40 = Assessed Val.;	l.; Assessed
(3)Other: Commercial serving both Villages and allocated 50% to each.	both Vil	lages and allo	ocated 50% to es	ach.

SUMMARY OF PROJECTED GROWTH AND IMPACT BY 1980

1,200,000 visitor days in 1980 means that the Lone Mountain road must be improved considerably owners, 400 private homes completed and approximately 2500 condominium units. An estimated By 1980 it is forecast that the resort community will grow to the level of having 1250 homesite over what exists today.

will be \$330,000 of fuel tax money collected on travel at the Big Sky resort community each year. The capital investment (\$170,000,000) and the economic impact from the predicted employment of 1350 people will generate nearly \$6 million in property tax and income tax each year. This In addition if each visitor requires transportation service equivalent to 25 miles (includes personal travel, travel of service people and transportation of goods to service the visitor) there level of revenue will probably greatly exceed the cost of services that the area will require.

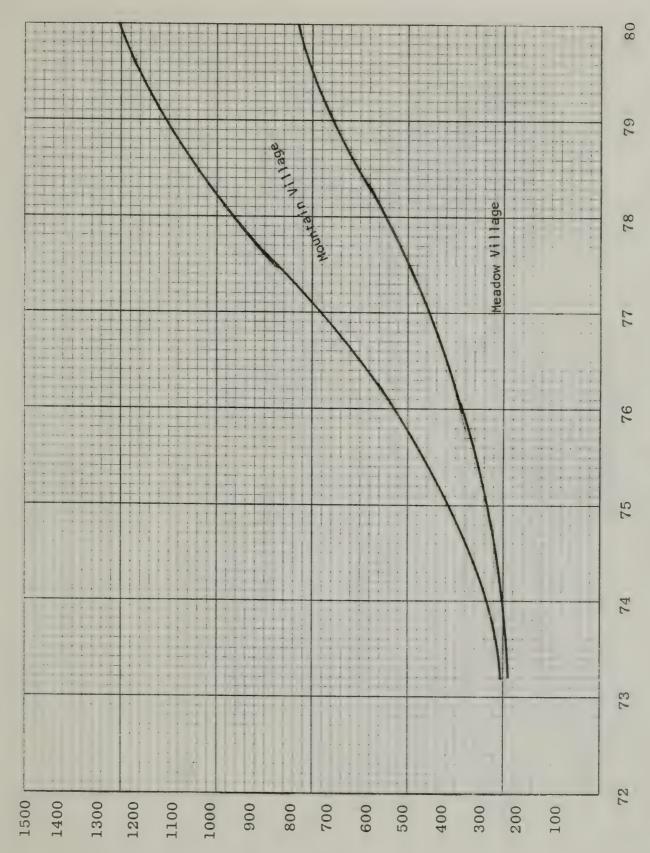
SUMMARY OF PROJECTED GROWTH AND IMPACT BY 1980

<u>Total</u> 1,250	\$24,500,000	400	5,800	1,200,000	\$19,000,000		100	1,250	\$170,000,000		\$2,264,000	\$3,586,000
Homes Sites (number sold)	Homes Sites (sales value)	Private Homes	Commercial Bedrooms	Visitor Days Per Year	Personal Income Resulting From Non-resident visitors (includes direct and indirect payroll impact)	Employment	Construction	Operating	Capital Investment	Taxes	Property Tax	Income Tax (Fed. & State)

HOMESITES (NUMBER)

property will be developed. Of this, homesites will occupy the majority of this planned Because of a large commitment to open space, only thirty percent or less of Big Sky land development.

more internal roads per residential unit. The low density will also preserve mountain This comparatively (compared to other resorts) low density development will require beauty within the development. As shown on the opposite graph, over 250 homesites are already sold. According to sales purchased by non-residents. By fall of 1976 over 500 homesites are expected to be sold. listed as of October 15, 1973, 106 homesites were purchased by Montanans and 121 were



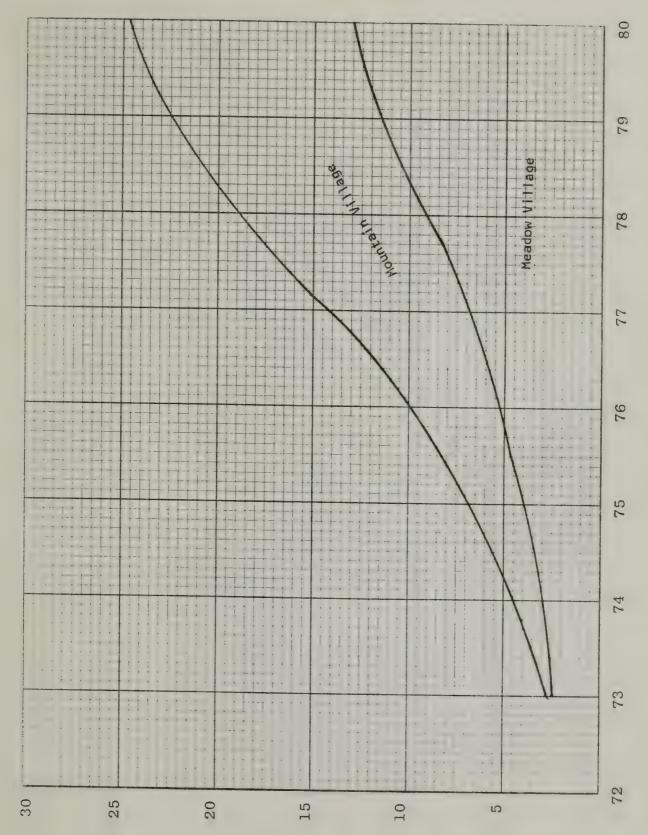
Number of Homesttes

HOMESITES (Sales Value)

well designed and high quality home. Water, sewer and roads are being constructed electrial lines will preserve the natural beauty of the area. Extra dollars are being Most homesites sold at Big Sky will eventually be the site of a carefully planned, or will be constructed to serve all of the homesites. Underground telephone and expended to develop the area in this manner to insure long term stability in the community's character and quality of living.

which will be subject to property tax. The value of homesite sales will soon be over The present and future homeowners will also be investing heavily in construction \$5 million and will increase rapidly to almost \$25 million.

developer in the near future. As a consequence, present andfuture residents and property owners will expect safe and efficient highway access commensurate to the benefits derived have already been constructed and several more miles of road will be constructed by the All internal roads are being provided by the developer. Several miles in each village from the development and the need to safeguard the environment.

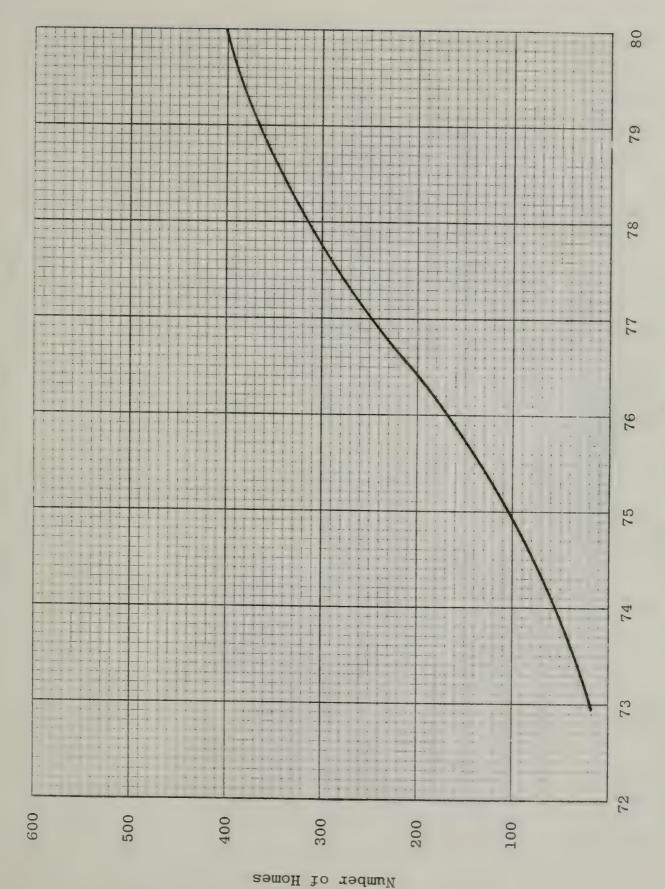


(anoillim) \$\$\$

Year Ending 9-30-25

PRIVATE HOMES

retirement and second home purposes further evidencing the residential character of the The opposite page projects the approximate rate at which private home construction is expected to occur. Many of the purchasers of homesites are buying for the future for community.

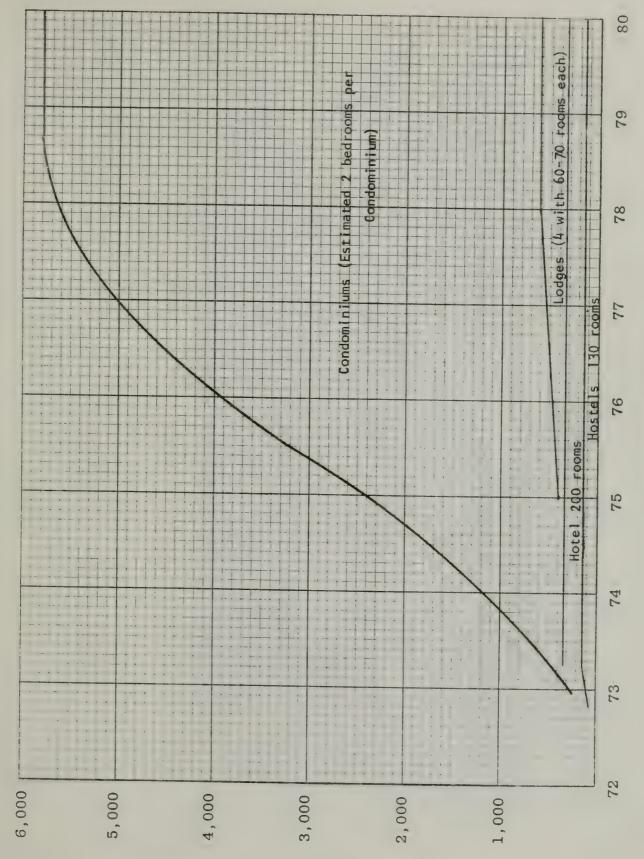


Year Ending 9-30-27

LODGING

The planned construction of overnight accommodations emphasizes the traffic that must be transvisitors there is similarly a need to minimize dust clouds, mud wallows, rough road beds, hazardous curves and car failures. Within 2 years the number of bedrooms at Big Sky will be ap-Maximum benefit and enjoyment from recreation and tourist developments occur when people transportation network between major points and the connecting highway is highly desirable. ported safely on the main road system leading to the travelers' destination. With thousands of can stay in the immediate area for the duration of the visit. However, a safe and comfortable proaching 3,000.

(Total Bedrooms to be Constructed) LODGING



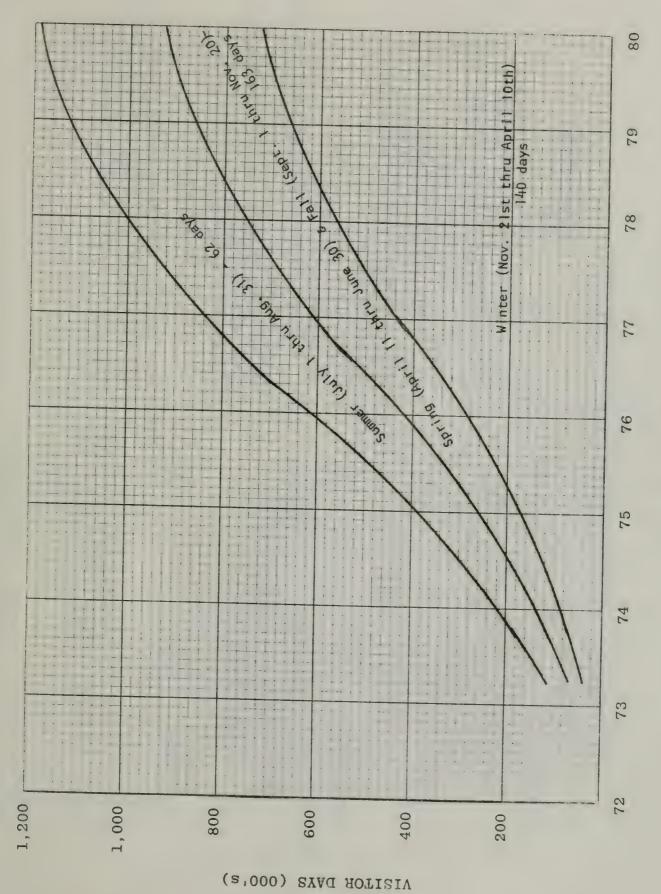
Commercial Bedrooms & Condominium Bedrooms

Year Ending 9-30-

VISITOR DAYS

During the past 2 years thousands of visitors have driven up the chuckholed, dust laden or muddy road to visit, enjoy and/or invest in the recreational opportunities made avail-400,000 visitor days of traffic. These visitors contribute indirectly to the tax base of the local area as well as add funds to the highway system by payment of gasoline and diesel able by Big Sky. In the near future (1975) the area will be required to accommodate fuel taxes.

Since Montana views the recreation and tourist industry as being desirable ecomomic development, then efforts should be put forth to capitalize on the present opportunity to provide a level of service which will encourage visitors to the area.



Year Ending 9-30-

ECONOMIC IMPACT (Estimated for 1977)

Assumptions

Skiers (

400,000 non-resident skier visits
Average lift ticket rate = \$6/day
Average expenditure for lodging,
meals and other = \$19/day
Export Income = \$19/day
Fifty percent of local income (5)
is indirectly translated into export income.

Other Visitors

400,000 non-resident visitors

Average expenditures = \$20/day

Export Income = 40%

Fifty percent of local income is indirectly translated into export income.

- (1)"Skiers: Their Local Economic Impact"
 by Margaret S. Pickett and Dean M. Bechter,
 Federal Reserve Bank of Kansas City Monthly
 Review, June 1972.
- (2)"Export Income" is defined as the direct personal income from the non-resident purchases of locally produced goods and services.
- (5)"Local Income" is local spending by export income recipents (indirectly dependent).

Calculations

Income \$ 4,000,000 \$3,200,000 \$ 7,200,000 \$ 0.000 \$ 0.000 \$ 1,600,000 \$ 2,600,000 \$ 1,600,000 \$ 2,600,000 \$ 1,600,000 \$ 2,600,000

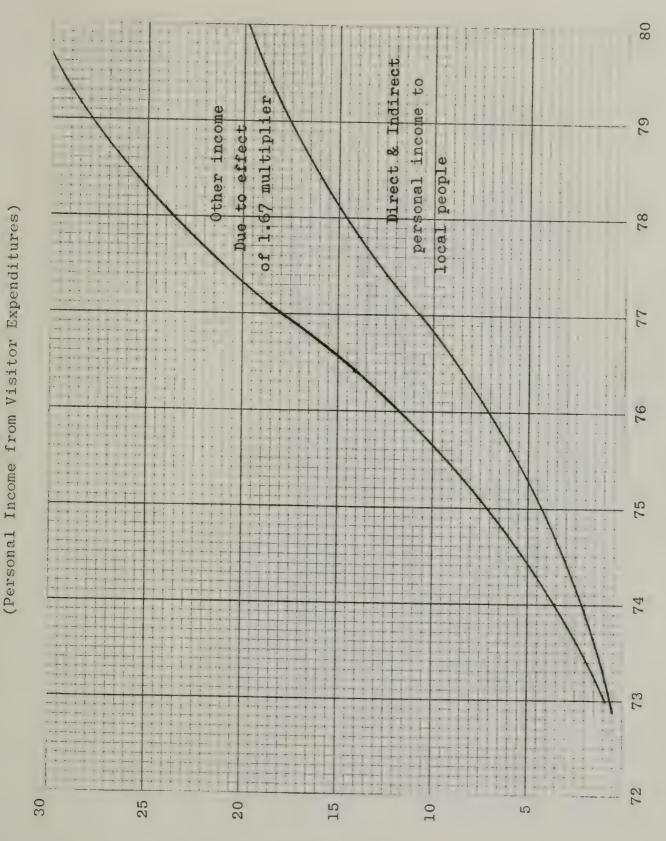
Export Income)

Total Export Income \$ 6,000,000 \$4,800,000 \$10,800,000 Total Income using Multi-\$10,000,000 \$8,000,000 \$18,000,000

Comments

This level of economic impace demonstrates a need for a highway system which will assure the safe transport of people, goods and services in a rapidly growing area.

ECONOMIC IMPACT



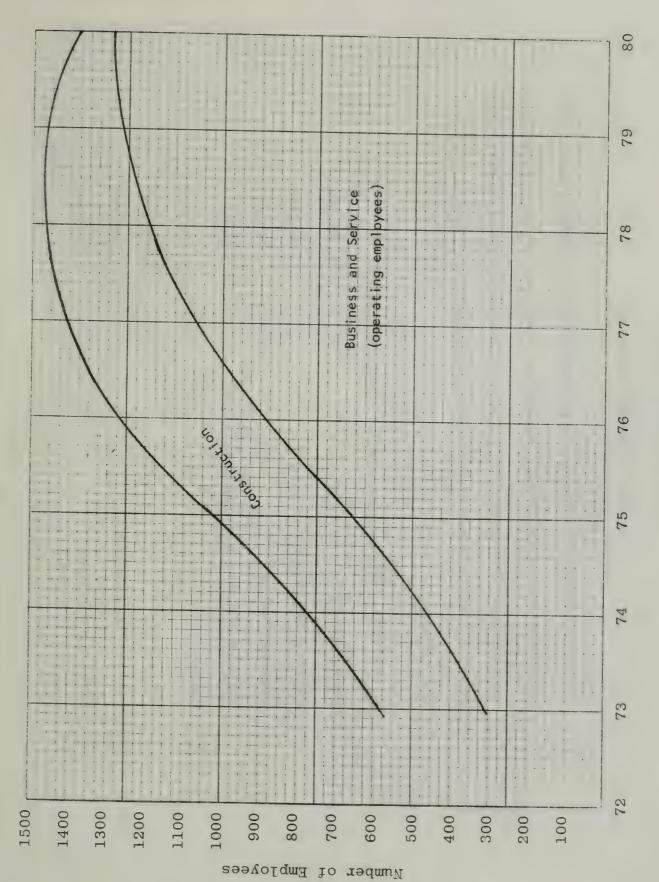
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Year Ending 9-30-

EMPLOYMENT

ment, income and living opportunities. This measurement is more than just employment for people -- it is a measure of activity. The activity at Big Sky is already at One of the major criteria in justifying the expenditure of public funds is employa high level.

As shown in the opposite graph this level of activity is going to increase at a rapid rate. Within 2 years a thousand construction and operating people will be using the road in addition to the expected visitor load which could be 4,500 on peak days. This will greatly exceed the activity of most Montana towns.



Year Ending 9-30-

35

CAPITAL INVESTMENT SUMMARY

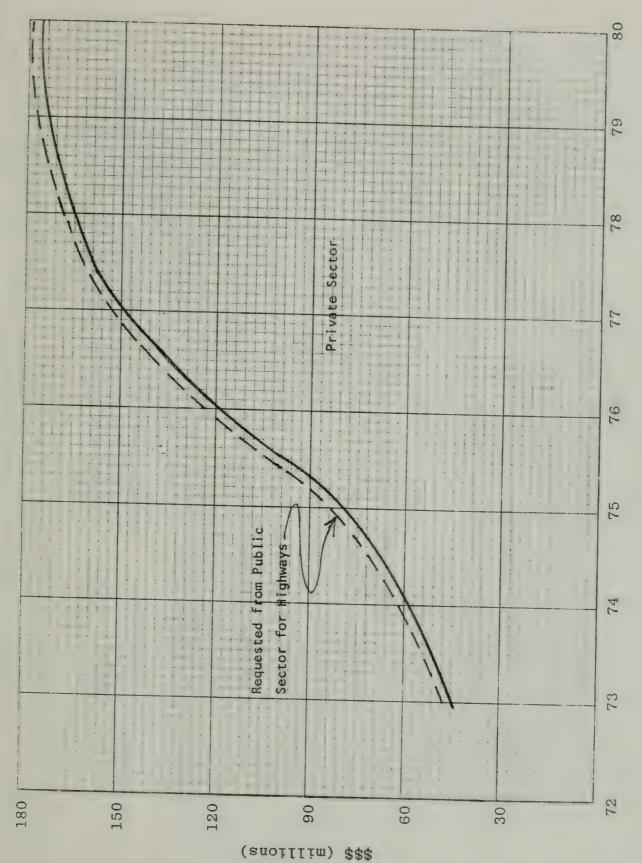
The area is indeed a "growth center" as evidenced by the rapid investment of capital in land improvements, businesses, and homes. The rate of investment by the broad based private sector is shown on the opposite graph. In comparison to the private sector investment, the level of state and federal funds to serve the public access road is modest.

CAPTITAL INVESTMENT (Estimated by 1980)

\$ 30,000,000	8,000,000	8,000,000	2,000,000	104,000,000	18,000,000	\$ 170,000,000	3,000,000
Land Improvements	Hotel and other Structures	Hostels and Lodges	Business and Service Establishments	Condominums	Homes	Investment by private sector	Request of public sector

Total

\$ 173,000,000



Year Ending 9-30-

TAXES

Public funds come primarily from taxes. Two major categories are property taxes and personal income taxes. Based on the tax generating impact of the private citizens investing in this recreation development there will be large sums of tax dollars resulting from the building and occupation of this community.

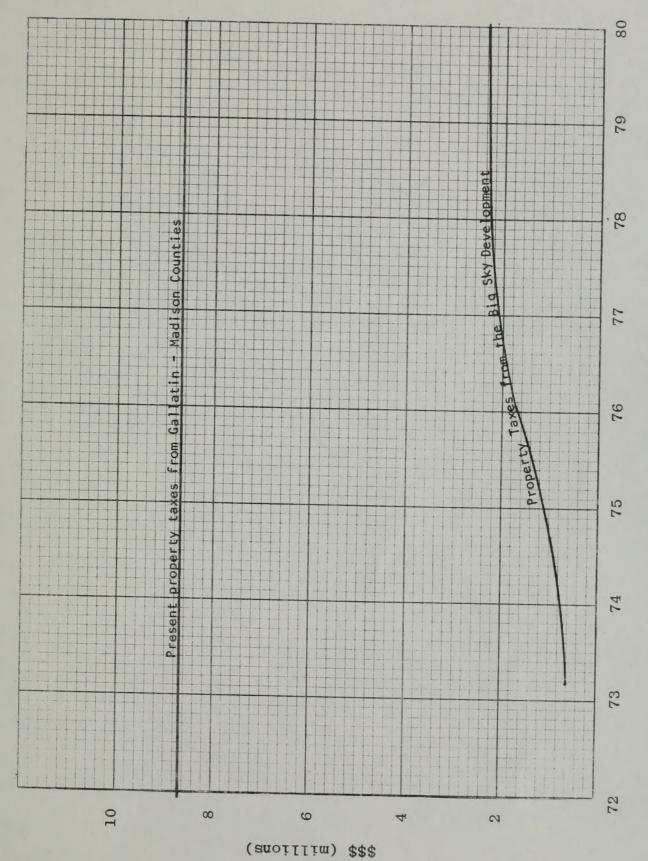
dollars). A growth trend with a comparison is shown on the opposite graph. Based on movement of goods. A state tax of 7¢ per gallon plus a federal tax of 4¢ a gallon and an property taxes from this recreation development will represent 20 percent of the total. today's level of economic activity in Gallatin and Madison Counties, the 1978 impact of visitor days in 1980 results in each visitor day requiring 25 miles of transportation in While gasoline and diesel taxes can't be calculated precisely it is possible to estimate The calculations shown below are for the year 1980 (at today's assessment rate and average consumption of .1 gallon per mile results in an annual fuel tax of \$330,000. terms of personal movement for the visitor, movement of service personnel and the approximate amounts that will be collected. Assume that the forecasted 1,200,000

PERSON/	Dire	× (.	Indirec	
	$.60 \times $170,000,000 = $102,000,000$	000	$.30 \times $40,000,000 = $12,240,000$	001
80)	0,0	0,0	0,0	4.4
19	,00	,80	,24	26
PROPERTY TAX (Estimated annual tax for 1980)	02	40	12	2
×	\$	₩.	↔	49
ta	-11	11	11	= 0
ual	000	000	000	00
nn	0,0	00,	00,	40,
T a	00	,00	0,	2
tec	70,	02	40	12
ma	\$1	\$1	4	43
sti	×	×	X	X
E	09	40	.30	18
X	•	·		•
Ŧ			no	
M	q		ati	
RI	se	ed	lu	
PE	rai	SSS	VB	
80	Appraised	Assessed	Tax Valuation	BX
回	A	A	H	Tax

0 employees x \$7,000 AL INCOME TAX 5 (2,173,500)= = (50. + 81.

\$3,586,275

\$2,173,500



Year Ending 9-30-



